INFORMATION Management Conference

IT Project Management Framework

Transformation through Partnerships

Delivering Business Value Through Enterprise Program Management and Project Governance

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U.S. DEPARTMENT OF ENERGY | Office of the Chief Information Officer

Topics

- Corporate IT Project Management Office (IM-40)
  - Mission
  - Goals
  - Approach to Department-wide IT PMOs
- Value Through Alignment and Streamlining
  - IT Project Management Framework: What is it and Why Should You Care?
  - Essential Actions for FY2012 and Beyond
- Emerging Collaboration and Partnership IT PMO Model
  - Corporate IT PMO Functional Model

IM40 Mission

Lead the development and execution of Department of Energy (DOE) corporate Information Management (IM) projects which span multiple program lines in order to enable the effective and efficient delivery of the DOE mission.

- Align and enhance the governance, prioritization and execution of IT initiatives, while respecting the existing organizational structures and requirements; and
- Facilitate multi-directional communications to align decision making within the OCIO; across Program Offices; and jointly with Customers and Stakeholders.

IM-40 Goals

Strategic Goal 1: Reduce Total Cost of Ownership

Promote reduced Total Cost of Ownership (TCO) for DOE cross-department IT capabilities and solutions through identification of existing information technology, approaches and expertise.

Strategic Goal 2: Enable Better Resource Utilization

Enable Program, Staff and Field offices to achieve better utilization of resources (cost, scope and schedule) through the use of standard IT Project Management best practices and tools.

Strategic Goal 3: Deliver Effective and Efficient Programs

Execute Cross-department Programs in partnership with Program, Staff, Field Offices and Sites to streamline project initiation, execution and reporting.

Strategic Goal 4: Provide IT Project Governance, Policy, and Oversight

Provide Departmental IT Project Management governance, policy, and oversight to ensure secure, efficient, and cost-effective use of IT resources.

Approach to Department-wide IT PMOs

Create a collaborative IT PMO environment that acknowledges the autonomy and authority of the Program Office, but fosters a Core Competency for managing cross-cutting initiatives.

Create improved operational efficiencies for DOE's information technology communities resulting in reduced TCO for DOE's information technologies.

Enable Program and Support Offices, Labs, Plants and Sites to leverage enterprise resources toward a common solution which produce greater efficiencies and cost savings; resulting in better utilization of resources (cost, scope, schedule) allowing DOE to embark on greater challenges – speeding progress for the citizens.

IT Project Management Framework Defined

DOE IT PM FW

DOE O 415.1

	Level 0: Nonexistent – ad hoc	Level 1: Initial – reactive	Level 2: Developing – emerging discipline	Level 3: Defined – initial integration	Level 4: Managed – increasing efficiency	Level 5: Optimized – enterprise-orientation
People	Staff assigned to projects on a first-available basis. PPM activity limited to interests and actions of individual managers.	Priority projects get appropriate staffing – everything else is "first available." Nascent PPM leader role – primarily still an individual manager focus.	PMO(s) established. Programs increasingly managed in-house. Project staffing/resource capacity issues begin to be addressed.	PPM leader role formalized and increasing specialization trend beginning. Shared-resource pools formalized.	Ne… le… co… a f… m… of… im… lo… m… pl… en…	
PPM Processes	Projects are assigned to line or staff managers. No formal PPM processes beyond high-level budgeting, except as provided by outside vendors.	All internal processes centered on management of critical projects. Vendors are often responsible for large initiatives.	Project processes in place. PMO(s) organized. Emerging understanding of PPM. Risk now reviewed.	PPM function established. Projects are approved on a portfolio basis. Enterprise architecture (EA) functions involved.		…end-…ive …le …real
Technology	Intermittent use of project schedulers, spreadsheets and other point tools on a "by project" basis.	Project scheduling tools and milestone reporting adopted.	Project collaboration and team workspaces supported.	Portfolio tool is in place. Reporting dashboards.	Workflow… to tools… Business… adopt to… useful.	
Financial Management	Projects done without formal cost, benefit or risk valuation.	Projects have budgetary estimates, Actual cost can be estimated. Some benefit… statements.	Project cost and labor hours captured. Estimate of benefit made …	Costs are captured and forecast. Benefits are identified and … strategy …lio.	The portfolio is modeled and appropriately optimized, factoring in risk. Benefit realization is tracked.	Programs have their own financial resources, and full life cycle costing is available.
Relationships	Programs can only be defined and managed with vendor help. IT organization and business communicate ad hoc.	IT organizati… and business… attempt to w… together, usu… via business analyst involvement and project manager updates.		…p man… …ed as …isors.	Relationship managers are full-fledged consultants to the business.	Social responsibility aspects are considered, as well as impact on supply chain.

Source: Gartner (July 2007)

PPM leaders exist in all areas of the Department.

Accepted specialization supports maximum mission performance

Similar projects managed as programs.

Portfolio is actively maintained.

Single integrated system supports reporting, collaboration and analysis.

Draft Order in RevComm (as of April 2, 2012)

Current State of Maturity

	Level 0: Nonexistent – ad hoc	Level 1: Initial – reactive	Level 2: Developing – emerging discipline	Level 3: Defined – initial integration	Level 4: Managed – increasing efficiency	Level 5: Optimized – enterprise-orientation
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PPM Processes	Projects are assigned to line or staff managers. No formal PPM processes beyond high-level budgeting, except as provided by outside vendors.	All internal processes centered on management of critical projects. Vendors are often responsible for large initiatives.	Project processes in place. PMO(s) organized. Emerging understanding of PPM. Risk now reviewed.	PPM function established. Projects are approved on a portfolio basis. Enterprise architecture (EA) functions involved.	Similar projects managed as programs. Portfolio is actively maintained.	Portfolio extended beyond IT. Comprehensive PMO. Pipeline managed in real time.
Technology	Intermittent use of project schedulers, spreadsheets and other point tools on a "by project" basis.	Project scheduling tools and milestone reporting adopted.	Project collaboration and team workspaces supported.	Portfolio tool is in place. Reporting dashboards.	Workflow added to toolset. Business users adopt tools as useful.	Single, integrated system supports reporting, collaboration and analysis.
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Relationships	Programs can only be defined and managed with vendor help. IT organization and business communicate ad hoc.	IT organization and business attempt to work together, usually via business analyst involvement and project manager updates.	Role of relationship manager emerges.	Relationship managers viewed as trusted advisors.	Relationship managers are full-fledged consultants to the business.	Social responsibility aspects are considered, as well as impact on supply chain.

Source: Gartner (July 2007)

DOE O 415.1

Complete Targeted To-Be Complete

Collectively, DOE's IT PMOs are at best in the Initial (Level 1) stages of maturity

Note:
Some PMOs are individually between Level 1 & Level 2

Corporate IT PMO Essential Actions

	Level 0: Nonexistent – ad hoc	Level 1: Initial – reactive	Level 2: Developing – emerging discipline	Level 3: Defined – initial integration	Level 4: Managed – increasing efficiency	Level 5: Optimized – enterprise-orientation
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DOE IT PM FW

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Complete Targeted To-Be Complete

Reach Level 1:

1. Formalize Project Governance Processes
2. Initialize Project Reporting

Achieve Level 2:

1. Standardize IT Program Planning & Initiation
2. Productize IT PMO Framework
3. Socialize Corporate Approach & Templates

Critical Success Factors

Factor # 1: Stakeholder Engagement

Establish and maintain a discipline of stakeholder engagement and management that includes effective communications; respects the authority of the Program Offices (perceived or otherwise); and dispels the belief that this is a HQ-driven 'interference' in outside organizations. Furthermore, establish 'communication paths to sites w/in the Program Offices' and create a willingness to participate in our planning and definition processes.

Factor # 2: Collaboration

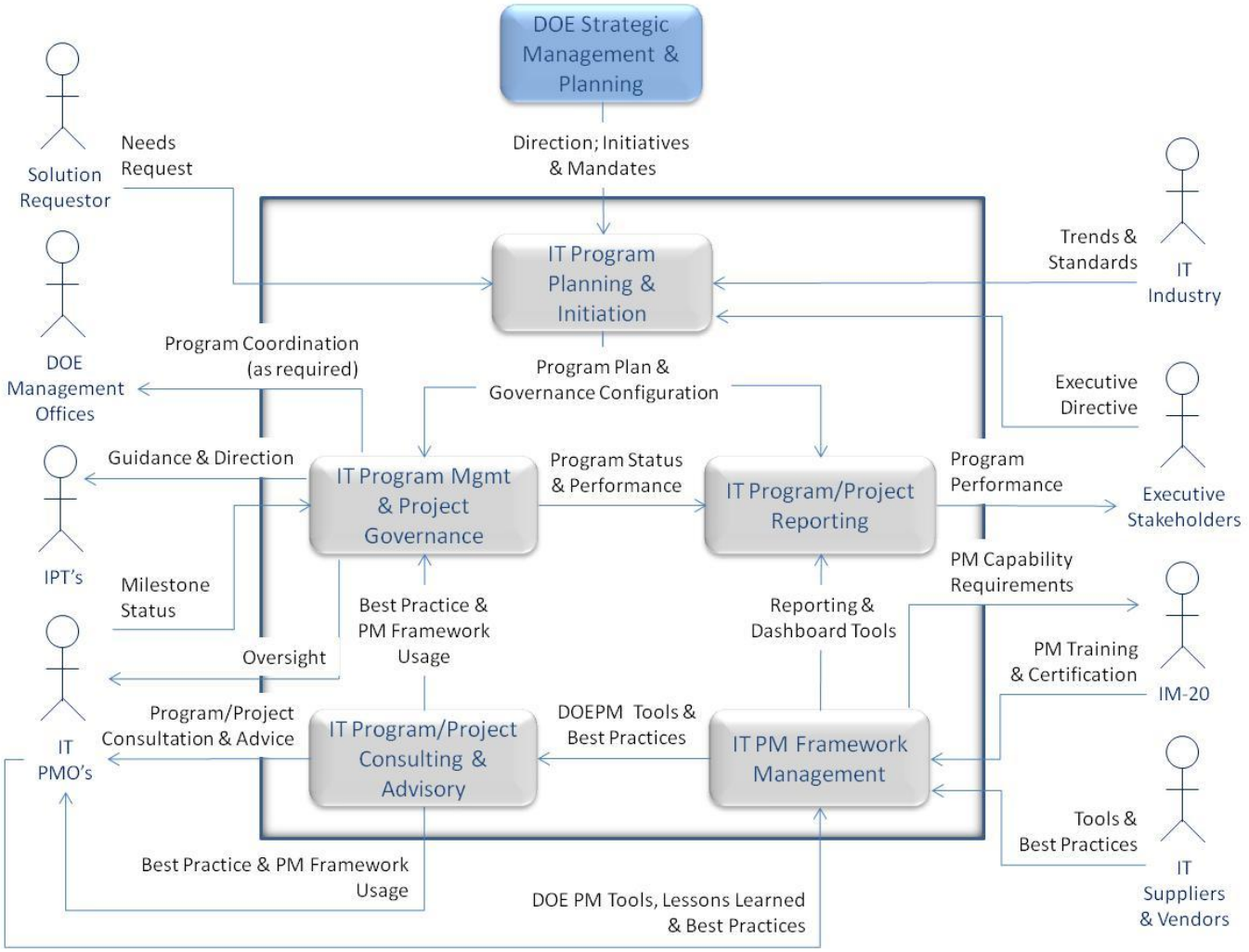
Define and operate within a 'collaborative environment' and a culture of continuous improvement with our IT PMO partners eliminating silos and re-enforcing mutual respect throughout DOE and remove (or minimize) the budget challenges and risk of budget cutbacks to preserve cross-cutting projects.

Factor # 3: Corporate IT PMO Framework Management

Create an acceptable DOE-wide IT PMO Framework in a very short time, with the limited resources available, while maintaining our senior leaders' sponsorship and avoiding yet another failed attempt to have a positive impact of the success of DOE cross-cutting IT initiatives.

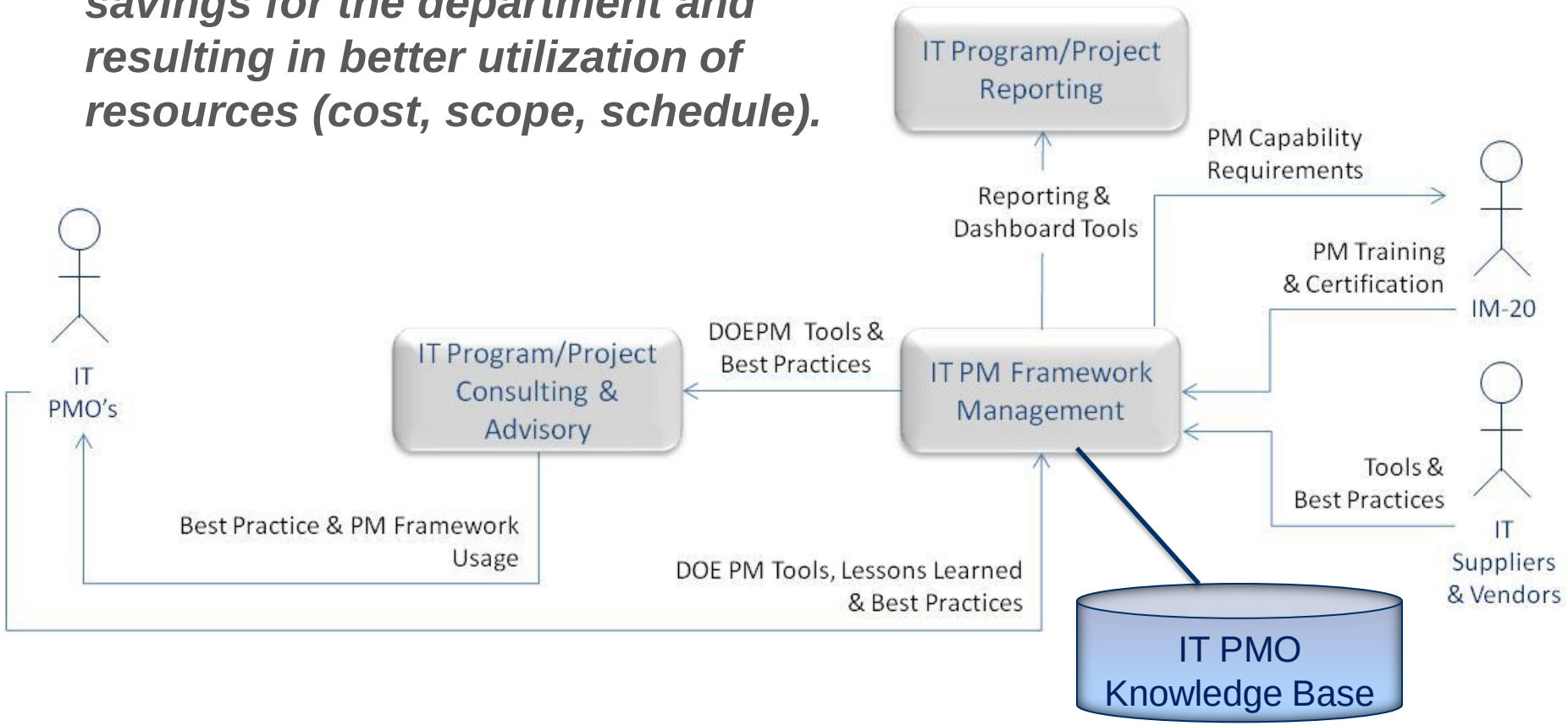
Corporate IT PMO Business Capabilities Model

- Leverage core staff SMEs; technical expertise, and project/program management
- Promote productive participation within Integrated Project Teams (IPT) and IT PMO Working Groups



Corporate IT PMO Knowledge Base

- Facilitate the standardization of process and tools throughout the Departments IT projects supporting ***greater efficiencies and cost savings for the department and resulting in better utilization of resources (cost, scope, schedule).***



IT PMO Framework Roadmap